

February 28, 2018

**FOR YOUR INFORMATION**

To: Mayor and Members of Council

From: Harry Black, City Manager **HB**

Subject: Emergency Communications (911) Center Employee Resignation

---

Due to the nature of some of the allegations made in the attached resignation memo, I am bringing this matter to your attention. In addition, I have discussed the matter with the Mayor and he has asked that I provide a written reaction to the issues raised. A copy of the Mayor's request is attached.

I recently became aware of the resignation of Elizabeth Christenson who worked in Information Technology at the 911 Emergency Communications Center (ECC). As you are aware, the City has been engaged in a long-term effort to improve the operations of the ECC. This project remains of paramount importance given the life and death nature of timely emergency response. These improvements have included staffing changes as well as the addition and reconfiguration of critical technology. Some of the decisions have been more popular than others, but all were necessary, and made in a quick and decisive manner in order to improve 911 call taking.

In December 2016, the ECC bordered on dysfunctional. Extraordinary measures were being taken to stabilize operations. As you might expect, not everyone agreed with some of these changes. However, the decisions made have never been about specific individuals, they are made on behalf of the greater good of our citizens. We have a higher responsibility to the public who expects us to answer the phone when they call.

Overall, as a result of these changes, the operations of the ECC have been stabilized and are working better. The work with the union and Cincinnati Police command staff to improve performance continues.

I was not aware of any of the recent employee issues cited as the grounds for Ms. Christenson's resignation until February 15 of this year. I am disappointed I had to read about them in these documents and had not been previously made aware by staff. I believed that Ms. Christenson understood that my apology at the time entailed emphasizing her value as an employee. Now that I am aware, I am working with Chief Isaac to develop a plan of action for addressing any employee issues remaining at the ECC.

With regard to the resignation memo allegations, I do recall an ECCStat meeting in December of 2016 when critical ECC IT infrastructure consolidation was being implemented. Specifically, I recall there were ECC employees who were expressing great resistance to the changes related to this IT consolidation that have since improved operations. I made it clear during the meeting that these changes were required and would be made. The expectation was that all those involved would accept and embrace this new path as opposed to providing operational barriers.

After the meeting, upon learning there may have been confusion on the part of some of the ECC staff based upon what was discussed at the meeting I asked to meet with them in order to continue to discuss and clarify expectations. It was my impression at the conclusion of the meeting, which several individuals attended, was that while not everyone agreed with my decisions, we had at least developed an understanding and improved communications.

As you can imagine, what I find most troubling is the insinuation by Ms. Christenson that I hugged her at the end of the meeting and made her feel uncomfortable. I have ended numerous conversations with male staff with a handshake, pat on the shoulder or a hug, most often initiated by the other person. That said, Ms. Christenson's perceptions are her own and I respect them. If I made her feel disrespected I sincerely apologize as this was in no way the intent. My main purpose at the conclusion of the meeting was to convey that I respected her and there were no hard feelings. It was more of a paternalistic act to convey empathy and respect.

It should be noted, many actions were taken, as a result of concerns raised by civilian staff and the union, to rectify personnel issues at the ECC. As such, Ms. Christenson would not have been privy to that information. In my view, this represents a significant break down in communications and protocol. Ms. Christenson's allegations were not brought to the chief's attention or mine. Moving forward, my biweekly meetings with Chief Isaac, who is responsible for addressing employee complaints at the ECC, will include updates regarding pending personnel issues.

I am glad to report that our efforts to make improvements in the ECC are working as evidenced by the attached which compares average call answering time now versus 2016 by shift.

The resignation memo as well as written memos from two Assistant City Managers and Assistant Fire Chief Anson Turley who witnessed some of the events, are attached for your review.

### **Conclusion**

I recognize and value the contributions of all of the employees who have worked so hard to generate substantial gains in our 911 call performance.

Given the nature of these allegations I wanted to be certain you were aware and am glad to discuss with you in greater detail.

Attachments

Elizabeth Christenson  
Exit Interview Letter

Date: January 31, 2018

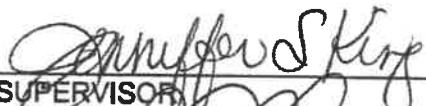
To: Colonel Eliot K. Isaac, Police Chief

From: SCPA Elizabeth Christenson, Information Technology Management

Subject: Resignation

I will resign from the Police Department effective Saturday, February 10, 2018. My last working day will be Friday, February 9, 2018.

Signature  Date: 1/31/18

Signatures:  2/1/18  
SUPERVISOR

  
UNIT COMMANDER

 2/21/18  
BUREAU COMMANDER

 2/2/18  
POLICE CHIEF

Received at Personnel by: Tiphany Galvez  Date: 01/31/18

**Date:** February 1, 2018

**To:** Colonel Eliot K. Isaac, Police Chief

**From:** SCPA Elizabeth Christenson

**Copies to:**

**Subject:** Management of Emergency Communications Section – Exit Interview

---

I am writing today to express my frustration and deep concern over the ongoing mismanagement of the City's Emergency Communications Section (ECS) and the lack of action on Ms. Jenniffer King's complaint. Based on the ongoing series of actions by upper City management, and inaction of the top-level supervisors at ECS, the ECS is being set up to fail. I believe the mismanagement rises to the level of a public safety concern that poses a threat to members of the public. These statements reflect my opinions and conclusions based on my experience with ECS over the last two years.

### **Background**

As you know, Captain Butler approached me prior to PD officially taking over ECS about joining the ECS IT team due to my extensive background in geographic information systems (GIS). At the time, ECS was actively working on the implementation of a GIS-based computer aided dispatch (CAD) system and there was no GIS expertise on the team.

Before accepting this position, I did my research to learn about ECS management, personalities, etc. to determine if this was a good move for me and my family. I learned that there were significant management issues. It is my understanding that Ms. Amity Bishop, who was the ECS manager, was ill-equipped to run the ECS. Ms. Bishop's background included a short tenure as a PSAP manager supervising less than twenty persons. Switching to a city PSAP that services 3 million by day is a significant jump in responsibility. I learned that Ms. Bishop regularly mismanaged the budget, regularly sent administrative staff on her personal errands, exhibited erratic behavior (i.e. screaming, swearing, etc.), and overall treated administrative and floor supervisors unequally. However, I am one to make my own decisions on someone and felt it was a better move for my career and allowed me to get to root of the problems I saw as an analyst. I was also assured that Police would do their due diligence to bring ECS back to life when they took over starting January 1, 2016.

The ECS has been in a state of flux and transition for a number of years as it switched between civilian and police management. In my short tenure at ECS, I've seen this become the "dumping ground" for Sergeants that are not fit for the field (not succeeding elsewhere, light duty, in a lawsuit, etc.) These persons are NOT trained as an emergency communications supervisor and are not held to the same standards by management, frequently seeming to receive preferential treatment. This apparent behavior negatively impacts the morale of the civilian staff. I am aware that MANY of our personnel are actively looking for outside employment, including outside of the city. This further concerns me since 48% of our current floor personnel (does not include fire personnel) have less than five years' experience, and 11% of our personnel have less than five years until they can retire (or can leave at any time). That's 11% of our personnel leaving with their knowledge and expertise in the near future (again, does not include fire personnel who ARE part of emergency communications).

In that respect, many of the civilian administrative and technical staff are left without proper leadership and a management structure that neither understands the technology nor the decision-making process to implement that technology. There needs to be an effort to PARTNER with the civilian staff to improve the operations of ECS, and by doing work to improve the trust and respect amongst colleagues. In my opinion, this lack of adequate management causes delays in projects and, in turn, lessens the quality of service delivered to the citizens of Cincinnati.

### **CAD Implementation**

During 2016, the ECS IT Staff worked diligently to get the new Computer-Aided Dispatch ("CAD") system implemented and running. The project time frame was compressed from a recommended eighteen months to three months, due to constraints outside of our team's control. The hard work and skill of ECS IT and ECS Staff lead to the successful implementation of the CAD system.

I officially joined ECS as a SCPA in March 2016. Over the course of the next several months, I witnessed the frustrations that co-workers expressed regarding Ms. Bishop. I witnessed budget mismanagement (i.e. purchasing computers and servers without proper research which resulted in technology that is out of date by the time they were put into use). I witnessed administrative personnel being sent on her personal errands (i.e. coffee, grocery for some office items, etc.). I witnessed erratic behavior (i.e. screaming, swearing, and slamming doors when she heard news she did not like, yelling at vendors on the phone, yelling at my co-workers and myself when she did not like an e-mail). I witnessed unequal treatment, and sometime inappropriate treatment of employees (i.e. she would poke me in the sides, would come up behind me and play with my hair, and would tend to only do this to other younger female employees). Other unprofessional behaviors that made many of the staff uncomfortable was the apparent flirting with male vendors when they would come to the administrative office. I also witnessed Ms. Bishop passing her duties off to others, including myself.

In the fall of 2016, the ECS Administrative staff brought concerns to the command staff (Captain Jeffrey Butler and Assistant Chief Anson Turley, Fire) regarding the inability, unprofessionalism, and dereliction of duty by Ms. Amity Bishop. The issues discussed with Command Staff included Ms. Bishop:

- Pushing off tasks assigned to her to other staff (all outside of that staff members' scope of work)
- Inappropriate touching (poking personnel in sides, playing with hair, etc.)
- Emotional Outbursts – frequent emotional outbursts including profanity and while vendors were present
- Unequal treatment of men/women and unequal treatment of younger versus older women.

The Fall 2016 complaints were memorialized in a Form 17 (attached). To the best of my knowledge, there was no investigation into the complaints, nor was there ever a resolution issued to address the concerns. Upper command staff NEVER communicated anything regarding this complaint to the entire ECS administrative staff. Instead of dealing with the problem, Ms. Bishop was transferred to Police Logistics in January 2017, prior to CAD Go-Live on January 24. Ms. Bishop's transfer was not properly communicated to ECS administrative personnel, including the complete removal of her position to somewhere else within the police department.

#### **December 2016 meeting with Harry Black**

On December 1, 2016, I attended the IT Stat meeting held at the Cincy Stat room at Centennial II at the request of my Captain, Jeffrey Butler. Ms. Jenniffer King attended as the project manager of ECS IT projects.

A couple of days prior to this IT stat meeting, Mr. Harry Black sent an e-mail stating that all IT will centralize by January 1, 2017. At this time, CAD configuration was in full swing, already requiring the ECS IT staff to work long and grueling hours.

During this meeting, I asked Ms. Leigh Tami, Chief Performance Officer, if I could speak to address some concerns. She agreed. I brought up that I appreciate Mr. Black explaining his goals and reasoning for the centralization of IT personnel in the meeting but that I wanted to share why colleagues, including myself, were hesitant. It concerned me that it was a fast turnaround (less than thirty days), and that we would not be able to assist in the successful implementation of his vision due to the rigorous CAD go-live schedule.

After I stated my concern, Mr. Black angrily lashed out at me and threatened the jobs of IT personnel present. Mr. Black yelled at me for professionally expressing legitimate concerns. I sat flabbergasted at the reaction and behavior I just witnessed. Post-meeting, other meeting attendees came to me stating they were equally shocked and appalled at Mr. Black's behavior. Furthermore, many persons approached me that DID NOT attend the meeting stating their shock and awe and to make sure I was OK.

After the meeting I went to try to apologize to Mr. Black. Upon approach, I believed he knew who I was since he gave me an award in May of 2016 and due to my role in the CAD project. Instead of listening, Mr. Black spoke over me and pointed a finger in my face. He took an aggressive stance and angrily stated that if I could not do my job he would find someone who could and that he would "clear house up there (i.e. at ECS)." This went on for approximately two minutes. My immediate supervisor, Ms. King, stepped in to try and calm Mr. Black down.

Once the yelling subsided, we stepped away, at which point the reality of what happened set in and I was reduced to tears and immediately left the Centennial building.

Later that day, Mr. Black extended an invitation to me, via Captain Butler, to meet so he could apologize for his behavior in the meeting. He requested the meeting be at City Hall. I insisted that Captain Butler and Assistant Chief Turley accompany me to this meeting, which they did. During this meeting Mr. Black never apologized. He never said he was sorry, nor did he offer an explanation for his behavior. At no point did he express remorse for his inappropriate and unprofessional conduct, nor did he recognize he was wrong to berate me in front of my co-workers and supervisors. There was discussion about what would've been a better venue for my comment and that my skill set is one the city did not want to lose – but never any apology.

At the conclusion of the meeting, Assistant Chief Turley shook hands with Mr. Black. I extended my hand to shake Mr. Black's hand as well. However, instead of a professional handshake, Mr. Black asked if he could give me a hug. Not knowing what to say, I agreed. While I did agree to the hug, it was horribly uncomfortable as it was unprofessional. I felt as though a small child receiving a hug from my grandpa rubbing my waist as to say "it's OK kiddo" – in my opinion, this would NEVER be done to a male coworker. As I was walking away from Mr. Black, he made a statement to the effect of "this was all just a big misunderstanding, I thought you were someone else, let us know what we can do."

I was horrified by Mr. Black's behavior – first yelling at me in a large, IT citywide meeting and then not apologizing when that was the purpose of the meeting – and I was completely shocked to receive a hug. I did not know what to do, so I confided in some trusted friends and sought advice. Because Mr. Black had threatened my job and the jobs of others, I was deeply afraid of what would happen if I said anything officially. My husband also works for the City, so to protect my job and my family's well-being. However, I did seek protective action with CODE and have written statements from witnesses on file.

#### **Removal of Captain Butler and Replacement with Captain Fink and Lieutenant Hurst**

On December 28, 2016, ECS IT staff was informed that Captain Butler would abruptly be moved on January 1, 2017 to a different section and would no longer be the commander of the Emergency Communications Section. I was informed that this was shortly after Captain Butler submitted a civil service job study request.

This movement, twenty-four days before the CAD "go-live", felt like retaliation. Captain Butler's move significantly hurt the project management and forced the entire ECS IT team to work out of class and bypass the new manager, who had no experience in IT or emergency communications.

I became the *de facto* communications manager by managing the project timeline, holding individuals accountable to the task list, and keeping all documents together, including wrapping up a MOU with University of Cincinnati Police Department for its use of the new CAD system.



When the news of Captain Butler's transfer reached the ECS IT staff, we immediately requested a meeting with Assistant City Manager, Sheila Hill-Christian. ECS IT built a relationship with Ms. Hill-Christian over the course of several months due to her assistance in the CAD implementation project. Ms. Hill-Christian agreed to meet with our team (Ms. Jenniffer King, Mr. Craig Beringhaus, Mr. Dan Cust, Ms. Laura Vogel and Ms. Marlene Fitzwater).

The ECS team brought up concerns over the abrupt move of Captain Butler and expressed how this negatively affects the management of ECS. Ms. Hill-Christian reassured us that the City administration would support us and agreed that the timing was not ideal, but his transfer was inevitable at some point. The ECS team expressed their frustration professionally and reassured Ms. Hill-Christian that we would continue working hard.

During this meeting, ECS IT also voiced the concern over Ms. Bishop, giving examples of the inappropriate and unprofessional work environment she created. Ms. Hill-Christian seemed surprised by these statements and also assured us that she would no longer be a problem. This meeting was months after the Form 17 was submitted detailing Ms. Bishop's behavior. Ms. Hill-Christian's surprise regarding our concerns seems to be additional evidence that full investigation into our complaint about Ms. Bishop was never conducted nor completed. On January 15, 2017 Ms. Bishop was removed from ECS. The movement of Ms. Bishop indicated to the ECS administrative staff that our complaint was "heard," but City administration/police command staff opted to remove the problem instead of dealing with the root of the issues. Many of those root issues remain today.

There have been many disruptive personnel changes at ECS. The removal of Captain Butler, the transfer of Ms. Bishop and Lt. Swingley, removal of the Assistant Manager position to a Division Manager in a different CPD Bureau, and the placement of a Captain (David Fink) and Lieutenant (Donna Hurst) with absolutely zero experience in ECS or IT indicates a complete lack of responsibility by CPD and City Administration. These chosen commanders, including LTC Theetge are not familiar with the ECS business needs and organizations, including: APCO, NENA, FirstNet, NG911, and the list goes on. It seems clear the City was not correcting the problem, but simply shuffling bodies.

CPDs current composition of ECS harms the section and the City. The officers transferred into ECS lack many of the technical skills to understand the necessary processes to achieve the goals of ECS. When ECS personnel need answers to questions, a fundamental lack of understanding by supervisory management leads to delayed responses, if any at all. The end result of this lack of management is a slower decision-making progress and delay in implementation of services for the citizens of Cincinnati.

### **Employee Complaint Investigation**

On August 31, 2017, my co-worker, Jenniffer King, filed an Employee Relations Complaint about ongoing issues at ECS. I was present for one of the meetings that is the subject of the complaint and can attest to the fact that Ms. King's allegations are accurate. Ms. King and I, and others, were yelled at and chastised by Lt. Hurst in retaliation for meeting with you, Chief Isaac, about issues at ECS. She then stopped speaking with us at work and has treated us with extreme

disdain. This alienated the IT staff to the point that many started looking for other jobs. You cannot operate a modern 911 center without a lot of serious technology. Police management does not understand the technology we are using and despises the civilian IT staff. We are very experienced and credentialed professionals (my credentials are attached) that would be in demand in any other organization, but here we are yelled at and demeaned. It is a recipe for disaster that has been mismanaged and ignored too long. For a long time, the City sat on Ms. King's complaint and did nothing to investigate. On November 20, 2017, a letter was sent to Ed Ramsey (Central HR) and William Hicks (Law Department) informing them of the ongoing issues that were the substance of the complaint and to alert them that no actual investigation had occurred to date. The investigator assigned to the complaint was Amity Bishop.

On November 20, 2017, Ms. Darla Meadors contacted me about Ms. King's complaint. She asked a couple questions, and I answered honestly. I reiterated the substance of Ms. King's complaint, that the mismanagement of ECS and the mistreatment of personnel is appalling, disturbing, and completely disheartening. I followed up with an e-mail to Ms. Meadors because I am concerned about the management here. She responded that she would pass my concerns onto Ms. Bishop, who "is responsible for the overall investigation."

I called Ms. Meadors upon receiving this e-mail and wholeheartedly expressed my concern due to the fact that Administrative staff of ECS had complained about Ms. Bishop and the substance of the complaint was Ms. Bishop's inability to handle responsibilities like investigating a serious Employee Relations Complaint.

In my view, the assignment of Ms. Bishop creates a conflict of interest. She is being asked to investigate and review the concerns of the group of people likely responsible for her transfer. And she is also being asked to evaluate and correct the shortcomings of a management style not unlike her own. It should be clear why Ms. Bishop was an inappropriate choice to conduct the investigation.

To my knowledge, it was only after the receipt of the letter by Mr. Hicks and Mr. Ramsey that Ms. Bishop contacted two of the male witnesses listed on Ms. King's complaint.

Ms. Sonya Williams and I are, to my knowledge, the only other persons contacted, but by Ms. Darla Meadors. Ms. King's complaint identified more witnesses that have been interviewed but none of the witnesses were interviewed until after the November 20, 2017 letter. The inconsistency and lack of action with the investigation is concerning, and frankly should be seen as a HR violation.

I understand that many commanders do not like how Ms. King expresses her frustration, but I can attest to the fact that her frustration is a product of sincere concerns about ECS operations. I've witnessed the Police commander's lack of willingness to work with the personnel at ECS. I watch sworn commanders walk right past Ms. King and talk to her subordinates instead, and furthermore witness sworn commander's talk to subordinates and try to make decisions when Ms. King is not in the office. Ms. King's level of frustration, including the entire staff's, may come off aggressive because there is no communication and no understanding of a communication center's business model.

The business model is vastly different than that of police, one I have learned in great length since joining ECS. It takes commanders LISTENING to the concerns and problems that their work force brings up and LEARNING from their dedicated employees how systems and procedure should work, COMMUNICATING in a timely manner, and WORKING together. I am appalled at the current management over ECS. Under the management of Captain Butler this administrative staff was working towards success, morale was high and productivity and accountability for all was improving – I see it in the data. This does not mean that administrative staff always agreed with management decisions. However, Captain Butler had a mutual respect and trust as he invested time in learning more about the business and technology, which gave staff confidence in his decision making abilities. **I implore you to reconsider Captain's Butler vision for ECS – one that almost all the ECS administrative staff was in support of.**

For your convenience, I attached a copy of the draft business plan the ECS administrative staff began to develop in spring 2017 as we tried to keep the momentum from Captain Butler going upon his abrupt removal.

## **Conclusion**

The difficulties facing ECS are serious, but can be fixed. To do so will require management that understands the system, the technology and the goals of the ECS. These leaders must work productively and collaboratively with both the sworn and civilian personnel and must view the assignment at ECS with the seriousness it deserves. A failure of management will result in a failure of service to the citizens of Cincinnati. There have already been several critical failures at ECS due to mismanagement. Lack of management and accountability will prohibit ECS from providing an effective level of services to the citizens. Furthermore, it will result in the inability to meet industry standards and potentially a loss in state 911 funds.

I feel that I worked diligently to improve our public safety systems, demonstrated abilities to improve public safety technologies and provide analytical products to aid command staff in making sound decisions. I received the following since joining Cincinnati Police in March of 2015:

- Commendation in May 2015 from LTC Whalen for my work on an interactive public facing website for Theft from Autos
- Patrol Administration Commendation for PIVOT analytics – January 2016
- Certificate of Recognition from City of Cincinnati Administration for work on the PIVOT analytics, signed by Mr. Harry Black – February 2016
- Promoted to Senior Computer Programmer Analyst – March 2016
- Special Achievement in GIS Award from ESRI – July 2016
- ECS Employee of the Month – January 2017
- Company Award from Fire for the ECS CAD Team – April 4, 2017
- City Councilman Flynn held a thank you event for the ECS team for a successful implementation of CAD - April 2017
- City Manager's Award for Innovative Government for the CAD work – July 2017

Alas, I am sure you are aware that I submitted my letter of resignation effective February 10, 2018. The mismanagement of ECS at the highest level is one of the main reasons it was easy to make this decision.

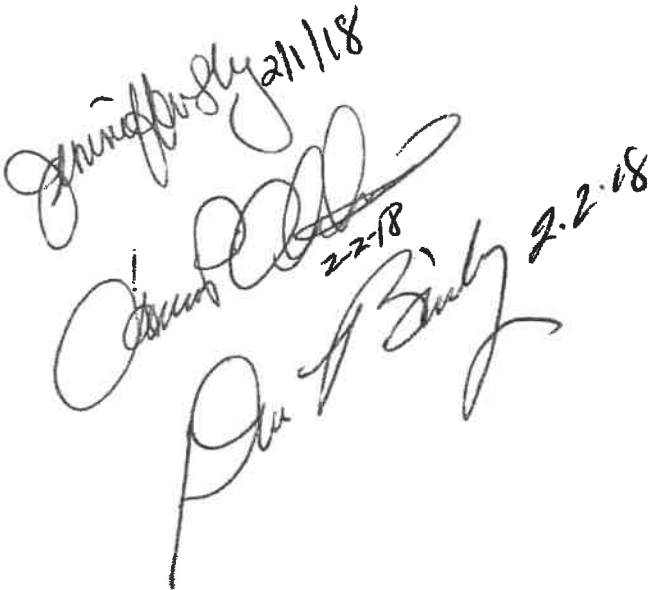
As the Chief of the department, I look to you to remedy the current state of affairs at ECS. ECS is where communication begins and ends with public safety events. I assure you that this task will not only improve the work lives at ECS but across the department.

I requested during my exit interview that this F17 be attached as a memo.

  
EJC

Enclosures:

Fall 2016 Form 17 related to Amity Bishop  
Statement tendered in response to lack of investigation into Jennifer King complaint  
Draft ECS business plan



## Mayor Cranley Email Request

## **Black, Harry**

---

**From:** Cranley, Mayor  
**Sent:** Wednesday, February 28, 2018 1:33 PM  
**To:** Black, Harry  
**Subject:** RE: Christenson Memo

Having read whole memo, please also deal with the various issues raised about ECC, Lt. Hurst, Amity Bishop, how those 2 complaints were handled, and provide comprehensive update on the workings of ECC. Obviously, given the life and death nature of 911 and ECC, either rebutting or resolving her concerns is critical to public safety and for the public to be informed. Maybe OPDA can be a neutral arbiter of the finger pointing between ECC and police—what does Leigh say?

**From:** Black, Harry  
**Sent:** Wednesday, February 28, 2018 10:54 AM  
**To:** Cranley, Mayor <mayor.cranley@cincinnati-oh.gov>  
**Cc:** Dillon, Bobbi <Bobbi.Dillon@cincinnati-oh.gov>; Stutz Smith, Holly <Holly.StutzSmith@cincinnati-oh.gov>  
**Subject:** Re: Christenson Memo

Absolutely and I will follow-up

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

**From:** "Cranley, Mayor" <mayor.cranley@cincinnati-oh.gov>  
**Date:** 2/28/18 10:51 AM (GMT-05:00)  
**To:** "Black, Harry" <Harry.Black@cincinnati-oh.gov>  
**Cc:** "Dillon, Bobbi" <Bobbi.Dillon@cincinnati-oh.gov>, "Stutz Smith, Holly" <Holly.StutzSmith@cincinnati-oh.gov>  
**Subject:** Christenson Memo

Dear Harry,

Thank you for bringing the Christenson Memo to my attention. I will read the whole memo but I appreciate you highlighting the issues related to your conduct and I fully appreciate your desire to defend yourself. As we discussed, please provide a written reaction to the issues raised therein.

Thanks, John

## Statements from Eyewitnesses

February 15, 2018

To: Harry Black

From: Sheila Hill-Christianson

Re: Note to file re: December 2016 incident at IT Stat ref: Elizabeth Christianson

This following is an account of my recollection of events that occurred in December 2016 during and following an Information Technology (IT) Stat meeting.

The purpose of the meeting was to share the results of months of work by IT staff citywide. That work culminated in a recommendation to consolidate IT functions due to lack of coordination, lack of training and purchasing controls that resulted in a cumbersome and extremely expensive system that was not effectively supporting City operations. As one can imagine this would result in systemic change. The potentially impacted employees entered the meeting exhibiting some signs of emotion and distress.

Members of the Emergency Communications Team were included in the meeting. The team had already expressed how much stress they were experiencing due to unrelated projects at the ECC. As the changes were being explained, Ms. Christianson expressed sharply worded criticism of the proposed changes and the decision-making process utilized by the administration given her belief that the proposed implementation time frames were too short. Mr. Black responded by reminding Ms. Christianson and other staff that the proposed changes and administrative changes were under the purview of the City Manager. If they chose not to comply other employees would be assigned to carry out those duties. While this exchange was somewhat heated and tense it did not appear to be inappropriate or disrespectful but rather an expression of differing opinions. I believe pre-existing ECC management issues unrelated to the IT Stat meeting exacerbated an already tense situation for Ms. Christianson.

I saw Ms. Christianson and others approach Mr. Black after the meeting. I did not hear the exchange, but according to staff Ms. Christianson was crying. Afterwards Mr. Black asked for a meeting to sit down with Ms. Christianson, Jenny King and others to explain his position and to provide another opportunity to hear their concerns. During that meeting Mr. Black was apologetic for causing any additional stress, and again explained the importance of making changes to City operations.

After the meeting Ms. King, speaking in her capacity with CODE indicated they were satisfied with the meeting but were documenting witness statements regarding what occurred in Stat should future incidents occur. I was present for the duration of the meeting and at no time did I witness any inappropriate behavior.

From the time of that meeting to the present it was my impression that the relationships had improved and that Ms. Christianson was satisfied with the outcome of the meeting with Mr. Black. I have had numerous interaction with Ms. Christianson and the ECC team and at no time has anyone mentioned continuing concerns related to the City Manager. At no time did I witness any display of disrespect. What I have witnessed is a group of dedicated individuals on the ECC team who unfortunately respond to stress with varying levels of emotion and a tendency to perceive change and communication challenges with distrust and feelings of personal disrespect.



To: Harry Black

From: Anson Turley

RE: December 2016 Meeting in Mr. Black's Office

In December of 2016, I accompanied Elizabeth Christenson to the City Manager's office to discuss an event which had occurred earlier that day after IT Stat. Ms. Christenson seemed very upset about the incident, although, I was not present at the Stat meeting, so I cannot comment on this. The meeting between Mr. Black, Ms. Hill-Christian, Ms. King, Ms. Christenson, and myself had a positive tone and the spirit in the room was upbeat. During the meeting Mr. Black let Ms. Christenson know that she was a valued employee who was critical to the operation of ECC. As we were leaving, I shook Mr. Black's hand and turned toward the door. Ms. Christenson got up to leave and Mr. Black hugged her. I did not get the impression then, nor do I have the impression now that the hug was anything but a show of concern on his part. After saying goodbye we left the City Manager's office and returned to ECC.

A handwritten signature in dark ink, reading "Anson B. Turley". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Anson Turley  
Assistant Fire Chief  
Cincinnati Fire Department

Re: Note to file, dec 2016, IT consolidation stat.

Juech, John

Thu 2/15/2018 8:15 PM

Inbox

To: Juech, John <John.Juech@cincinnati-oh.gov>;

Cc: Black, Harry <Harry.Black@cincinnati-oh.gov>;

The following is my recollection of a special Stat meeting on IT issues that occurred in December 2016 as of January 2018. These recollections are my own and mine alone and at no point have I ever been told by anyone else what did or did not occur during the meeting.

There was a special stat meeting on IT consolidation that occurred during a time of significant issues at the ECC relating to the 911 system, including low morale, staff turnover, dropped calls, and technology failures. This was an issue that was top of mind for many in the city at the time including elected officials. The failures struck many of us as unacceptable and needed to be fixed immediately.

The nature of stat meetings are trying to get to the bottom of the issue and work on improvements. They can be tough but they are not about blame. The goal is not to blame but to find improvements. I have noted over years that some people react to this process much better than others. Some never adjust. But the goal is system improvement.

The recent failures in the system and especially personnel challenges were discussed in this meeting. Front line staff shared their perspectives. I remember the city manager saying

that the current state of things was unacceptable and lives were in the balance. It did get tense in the room. But I didn't observe anyone singled out. There was a back and forth about whether excuses were being made and front line staff said that they needed more resources. Behind the scenes there were a lot of management issues at the time that we were aware of.

After the meeting it became clear to me - but only after the meeting - that two employees were crying and very upset. I was a little taken aback by that because while the meeting was tense, I really didn't feel that it was particularly unusual or uncalled for. I felt that in a high stress scenario a lot of people were doing their best and trying to improve a compromised 9-1-1 system. I felt a lot of people were under a lot of stress trying to improve this system and none of that was unusual. Relatively quickly I left and didn't really give the meeting a tremendous amount of second thought. It did not seem terribly out of the ordinary and still doesn't to me.

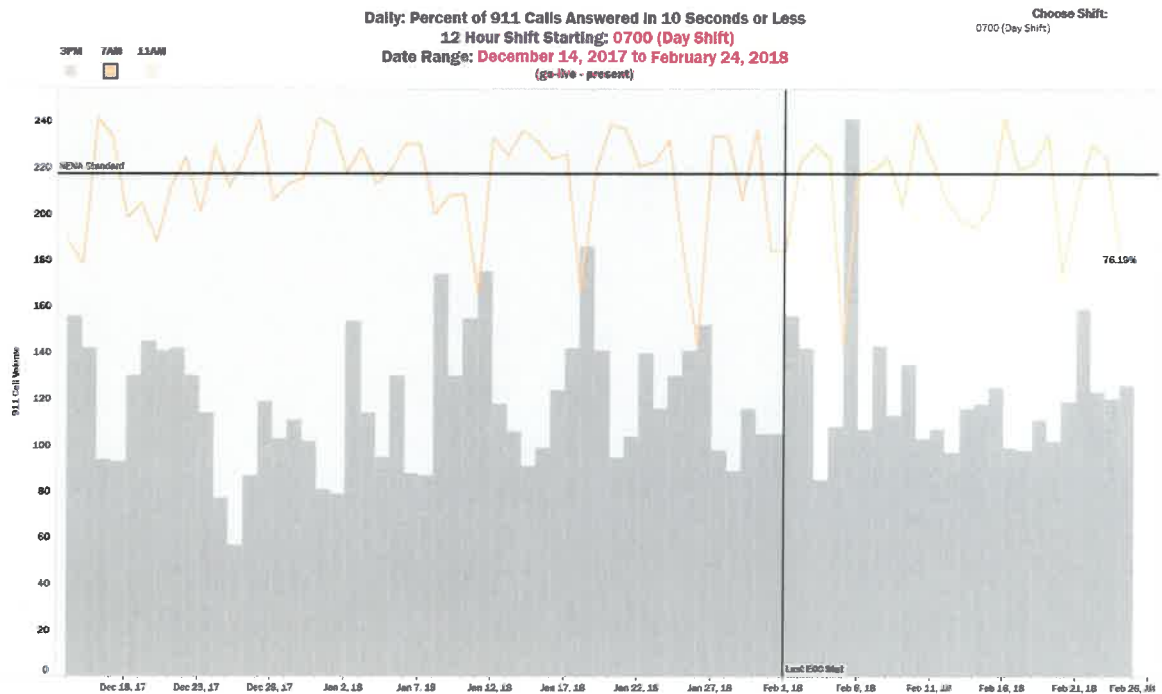
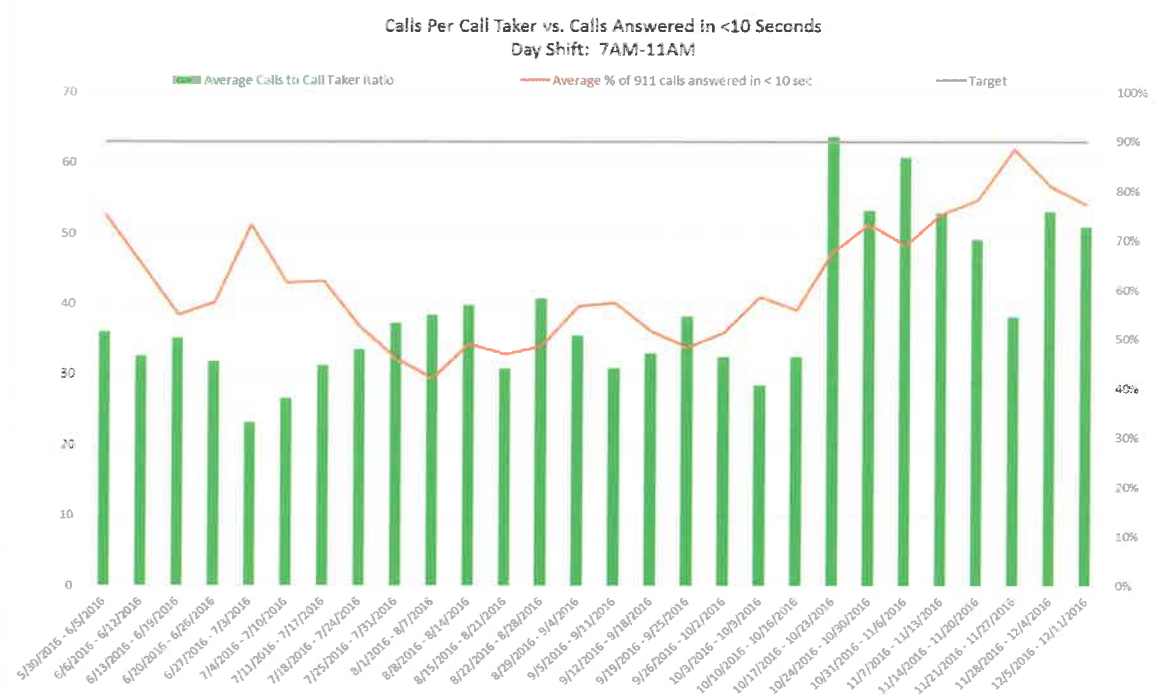
I was not involved in follow up meetings. I did not feel anyone was singled out and still don't. I have respect for everyone in the room that day and still do. I have great respect for the city manager and the pressure that he is under especially as it pertains to public safety functions. I think it is critical that the 911 system operate well all the time and that was the goal of the meeting and the overriding priority of the city manager. I have always felt I work for a boss whose main goal is fixing problems and making things better, which is a huge part of my own satisfaction and sense of purpose about the work. Regular stat meetings are a key component of that.

Sent from my iPhone

## ECC Historical Performance Data

## Comparative 911 Call Performance 2016-2018, by Shift

### DAY SHIFT: 7 AM – 11 AM



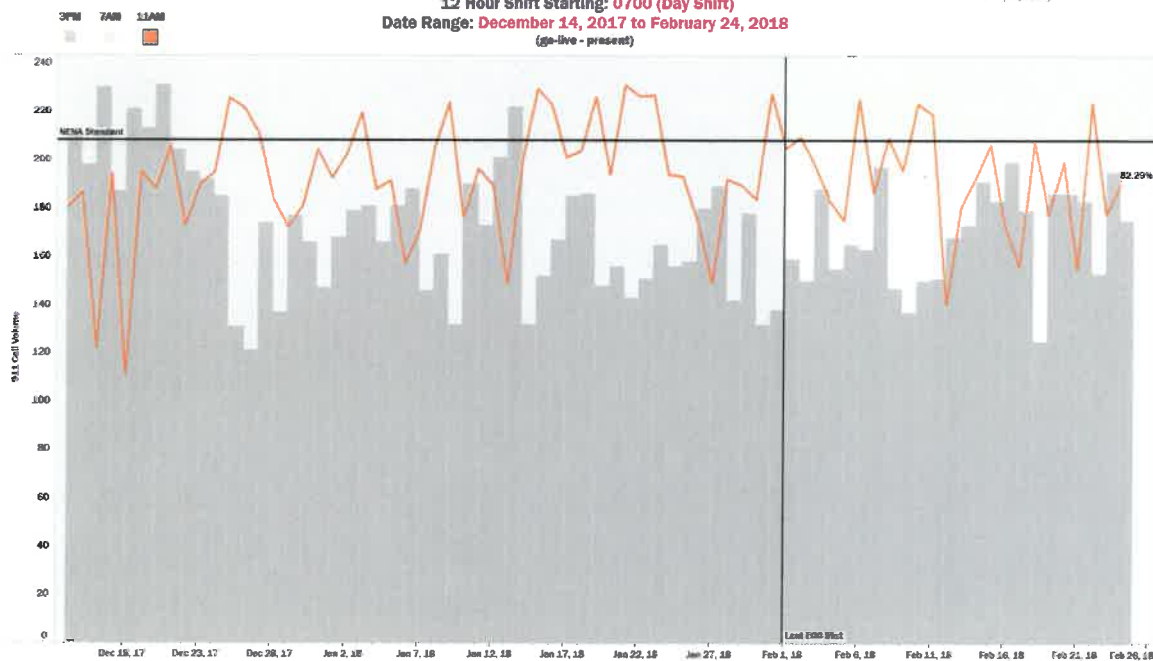
## DAY SHIFT: 11 AM – 3 PM

Calls Per Call Taker vs. Calls Answered in <10 Seconds  
Day Shift: 11AM-3PM

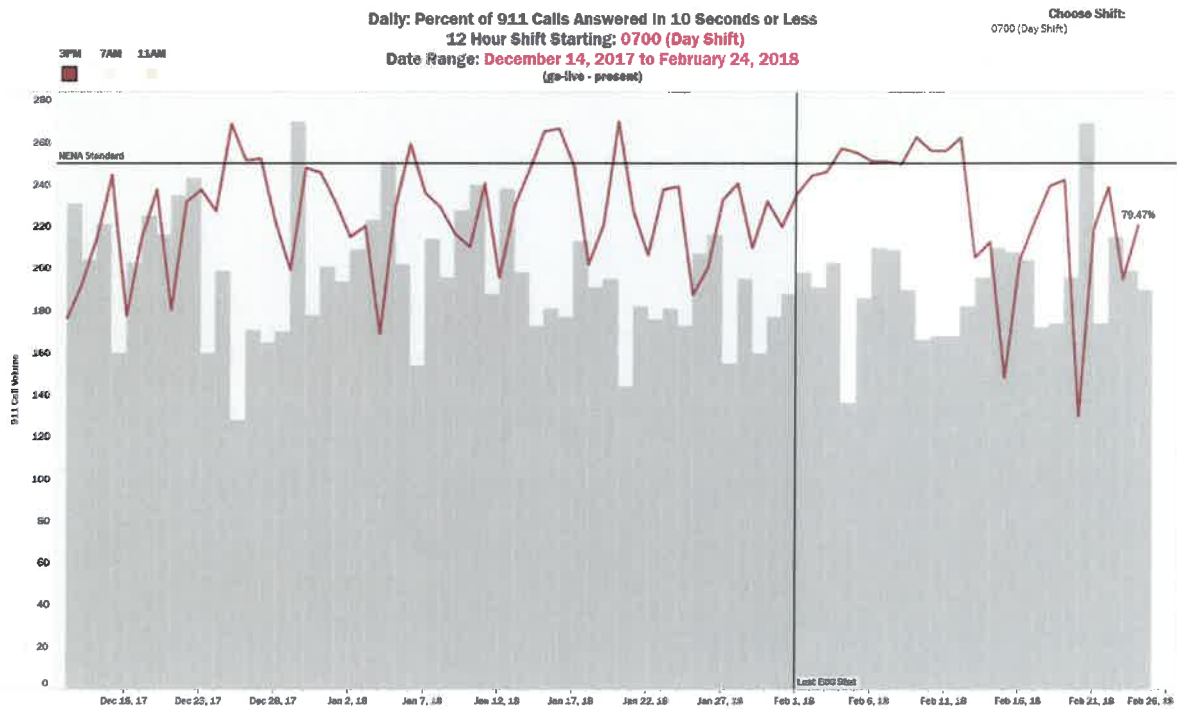
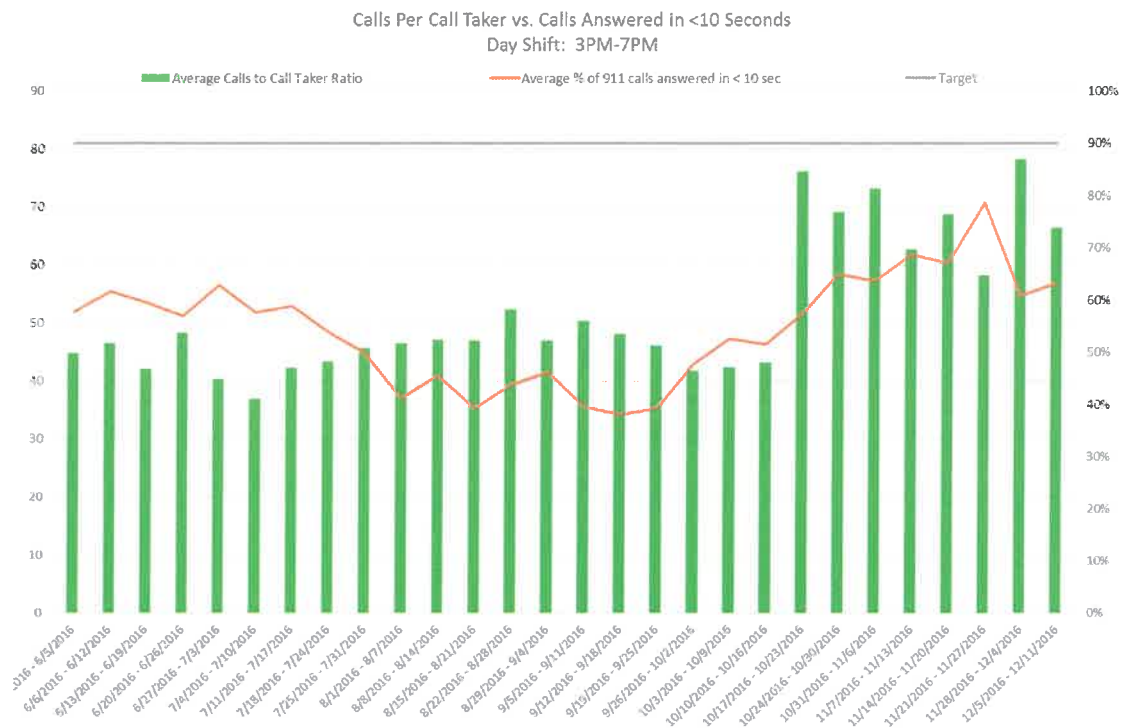


Daily: Percent of 911 Calls Answered in 10 Seconds or Less  
12 Hour Shift Starting: 0700 (Day Shift)  
Date Range: December 14, 2017 to February 24, 2018  
(go-live - present)

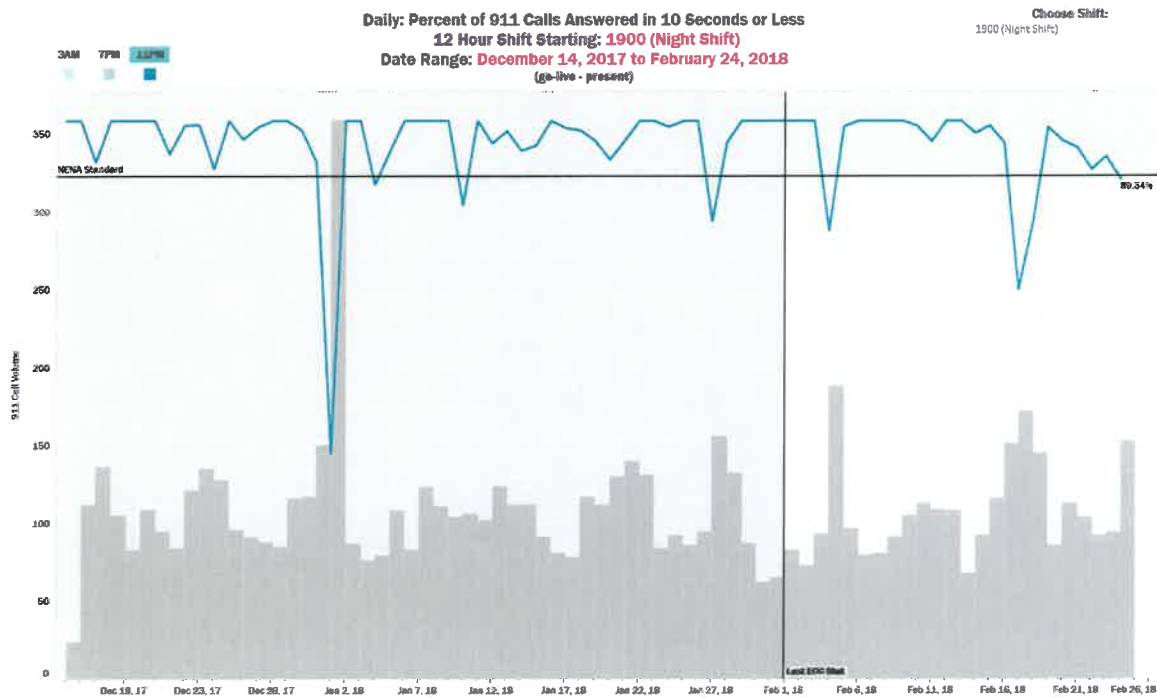
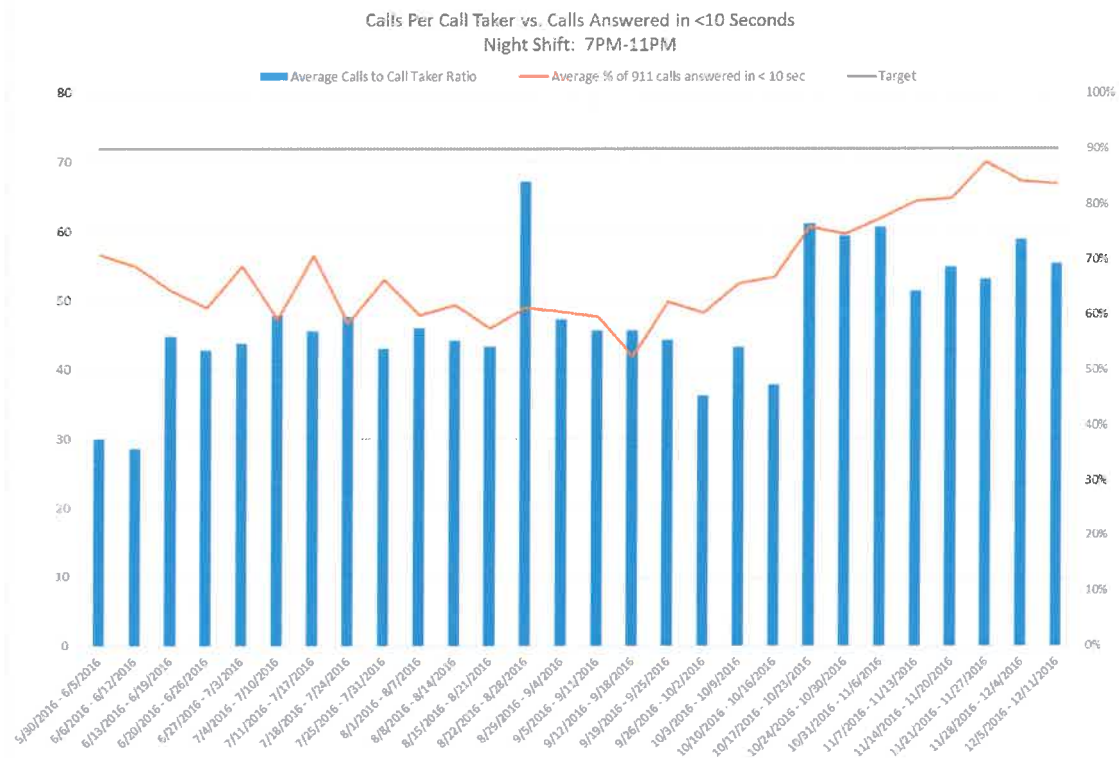
Choose Shift:  
0700 (Day Shift)



## DAY SHIFT: 3 PM – 7 PM

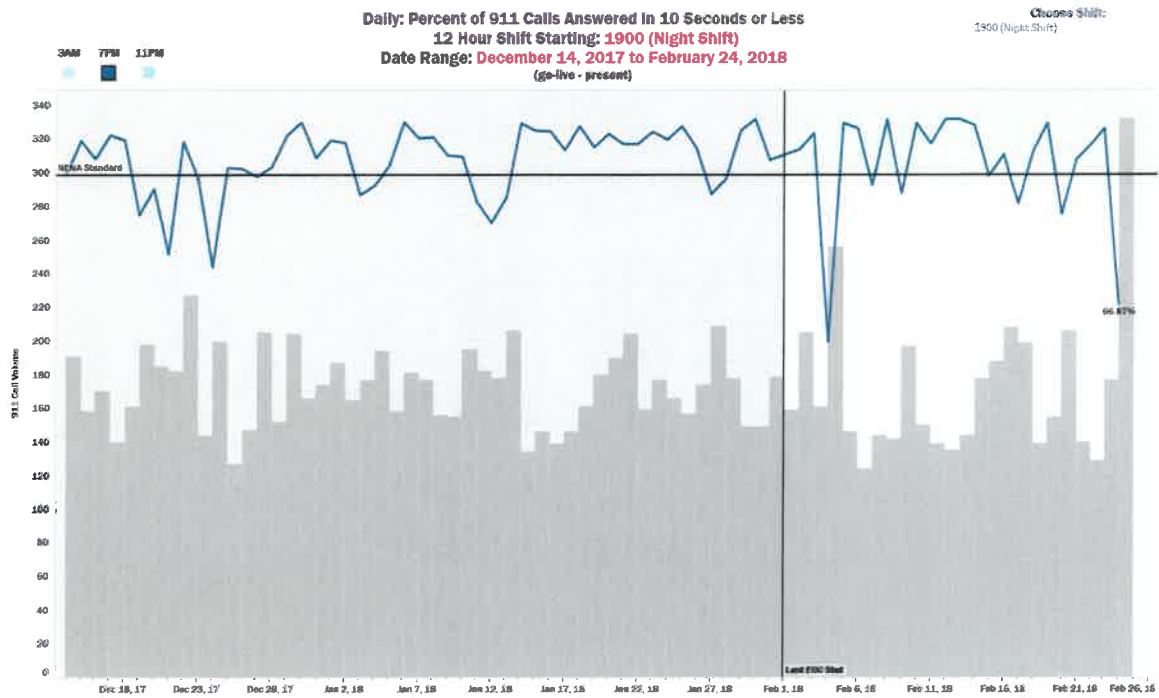
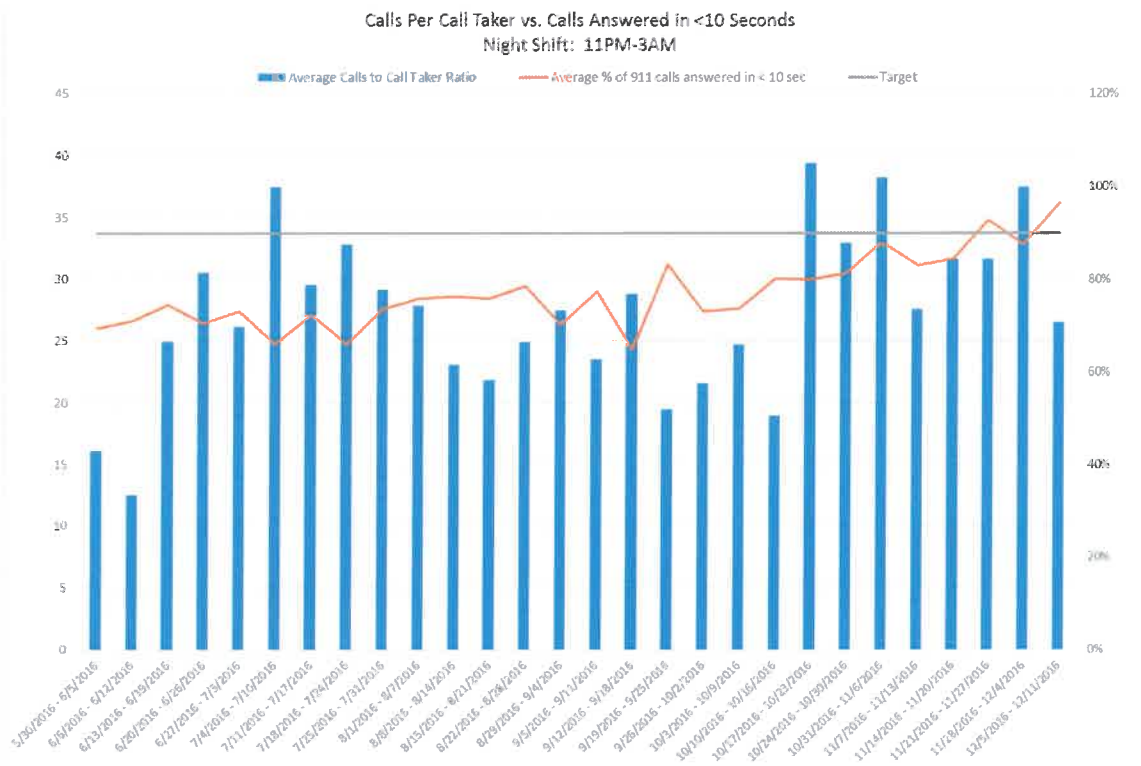


## NIGHT SHIFT: 7 PM – 11 PM





## NIGHT SHIFT: 11 PM – 3 AM



NIGHT SHIFT: 3 AM – 7 AM

